



# **Small Business Incubator**

**2013 Performance Report**



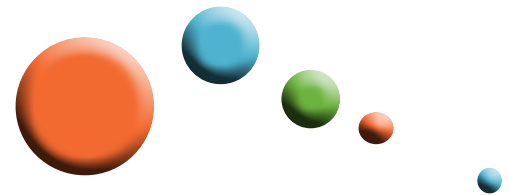
Missouri Department of Economic Development



Independence Regional Ennovation Center –  
Independence



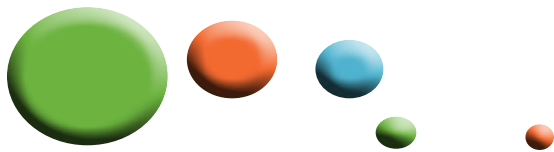
Christopher "Kit" Bond Incubator  
– St. Joseph



# Small Business Incubator

## Table of Contents

EXECUTIVE SUMMARY .....	3
GEOGRAPHICAL DISTRIBUTION.....	6
MISSOURI CERTIFIED INCUBATORS CONTACT INFORMATION LIST.....	7-9
MISSOURI INACTIVE INCUBATORS INFORMATION LIST .....	10
EXHIBIT 1 - Performance Statistics - FY 2013.....	11
EXHIBIT 2 - Annual Tax Credits Authorized per Incubator in Calendar Years .....	12
EXHIBIT 3 - Inactive Incubators - Annual Tax Credits Authorized in Calendar Years..	12
EXHIBIT 4 - Annual Tax Credits Issued per Incubator in Calendar Years.....	13
EXHIBIT 5 - Inactive Incubators - Annual Tax Credits Issued in Calendar Years .....	13



## Executive Summary

### STATUTORY AUTHORITY

620.495, RSMo, as amended

Ozarks Small Business Incubator  
– West Plains

### PURPOSE

The purpose of this program is to generate private funds to be used to establish a “protective business environment” (incubator) in which a number of small businesses can collectively operate, fostering growth and development during a business start-up period.



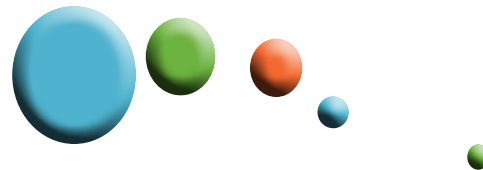
### PROGRAM DESCRIPTION

An incubator is a building, which can be divided into smaller units of space to be leased by small businesses. An incubator is also a program without infrastructure in which participants avail themselves of business development services to assist in the growth of their start-up businesses.

In addition to the space, incubators provide business development services for use by the tenants and participants. These services shall include, but are not limited to, financial consulting assistance, management and marketing assistance, business education, and physical services such as personal computers, copiers, facsimiles, conference rooms, labs, etc. Because of the shared services and efficient use of the available space, costs are usually much less than for a small business operating independently.

The incubator is not intended to be a permanent home for the new firm. After a period determined by the incubator’s policy, a tenant will move from the incubator, thereby making room available in the incubator for a new start-up firm.

The Missouri Department of Economic Development approves (certifies) or denies proposals for small business incubators based on the ability of the incubator to meet statutory requirements of the program, the economic impact of the incubator on the community, conformance with area-wide and local economic development plans, and location of the incubator, in order to encourage geographic distribution of incubators across the state. Certified incubators may receive contributions from taxpayers. The taxpayers in turn may receive tax credits in the amount of 50 percent of the contributions. The tax credits can be carried forward for five years and also be sold or transferred. The overall maximum amount of tax credits that can be autho-



## ECONOMIC IMPACT

Tax credits issued through the Small Business Incubator Program from the program's inception through November 30, 2013, total approximately \$3.1 million, which attracted contributions totaling approximately \$6.2 million.

## PROGRAM STATISTICS

Most tenants are originally from Missouri. These tenants chose the Small Business Incubators due to their unique locations and affiliations with major research institutions, hospitals, and universities located in the state. Most graduates decided to stay in Missouri because of the founders' and workforce's residency. However, the graduates that relocated to other states identified the reasons for this decision as inability to raise additional funding or acquisition by another company. The information regarding the number of jobs, payroll, and investment of graduate companies is not complete because most incubators do not track such data and thus are unable to provide it. Eleven out of the 12 active incubators reported. One did not report.

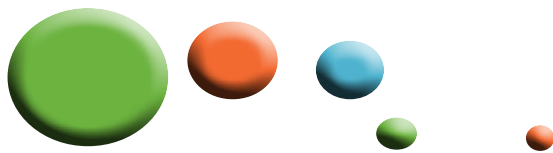
A Budget of Revenues and Expenditures application is submitted annually by each Small Business Incubator desiring to request tax credits for the upcoming year. This report is due by the end of January, and the tax credits are then awarded based on the request of Capital Expenditures and Non-Operating Expenditures listed in this report. The following is a listing of the Incubators that were awarded tax credits, listed by year of approval.



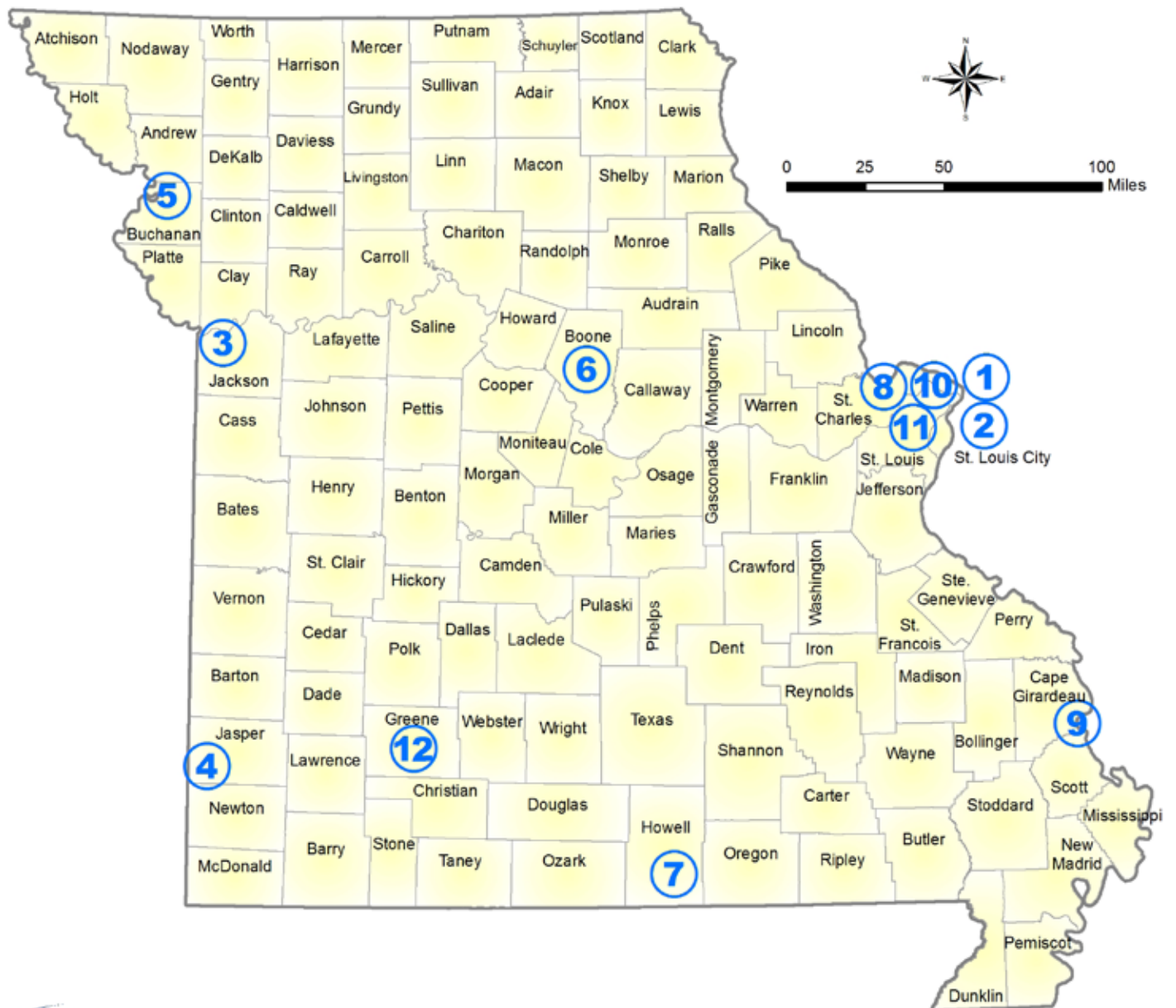


Table 1 Performance Statistics – through 6/30/2013  
(See Exhibit 1 for detail by incubator)

Data Description	Total for all Incubators
# Incubators Created	21
# Incubators Inactive/Closed	9
# Incubators Active	12
# Incubators Under Construction	0
Average occupancy rate 2013	77%
Focus	Bio-Med., R&D, Mfg, IT/ Comm, Plant & Life Science, Business Development Services, Product Development Mixed
State origin current/previous tenants	MO, NY, VA/CA, PA/NJ/FL, IL
# Tenants	169
# Tenants/Incubator jobs	754 full-time/120 part-time
\$ Tenants/Incubator payroll	\$43,860,064
\$ Tenants/Incubator spending	N/A
Tenants average length in years	2.6 yrs
# Failed	78
Failed average length in years	87 yr
# Missouri graduates	267
# Missouri graduates jobs	1,556 reported
# Missouri graduates still in business	25 reported
Missouri graduates average length in years	2.93 yrs
\$ Missouri graduates payroll	N/A
\$ Missouri graduates spending	N/A
# Other graduates	18
Other graduates average length in years	3.60 yrs
States moved to	CA, CO, NJ, IL, KY, SC, TX, WA, WI



## Missouri Certified Active Incubators



# Missouri Certified Incubators Contact Information

## Active Incubators List

### 1. BEGIN New Venture Center

Sponsor: St. Patrick's Center  
Certified in 2010  
Contact person: Jan DeYoung  
800 N. Tucker Blvd  
St. Louis, MO 63101  
Phone: (314) 802-0995  
E-mail: [jdyoung@stpatrikcenter.org](mailto:jdyoung@stpatrikcenter.org)  
Website: [www.stpatrickcenter.org/programs/employment-training/bnvc/](http://www.stpatrickcenter.org/programs/employment-training/bnvc/)

### 2. Center for Emerging Technologies (CET)

Sponsor: Center for Emerging Technologies  
Certified in 1983  
Contact person: Heather Beaven  
4041 Forest Park Avenue  
St. Louis, MO 63108-3213  
Phone: (314) 615-6900 Fax: (314) 615-6901  
E-mail: [Heather.Beaven@emergingtech.org](mailto:Heather.Beaven@emergingtech.org)  
Website: [www.emergingtech.org](http://www.emergingtech.org)

### 3. Independence Regional Ennovation Center

Sponsor: Independence Council for Economic Development  
Certified in 2010  
Contact person: Xander Winkel  
201 N. Forest Ave #130  
Independence, MO 64050-3436  
Phone: (816) 463-3532  
E-mail: [awinkel@inedc.biz](mailto:awinkel@inedc.biz)  
Website: <http://www.ennovationcenter.com/>

### 4. Joseph Newman Business and Technology Innovation Center (JNBTC)

Sponsor: Joplin Area Chamber of Commerce Foundation  
Certified in 2004  
Contact person: Steve Russell  
320 E. 4th St.  
Joplin, MO 64801  
Phone: (417) 624-4150 Fax: (417) 624-4303  
E-mail: [srussell@joplin.com](mailto:srussell@joplin.com)  
Website: [www.newmaninnovationcenter.com](http://www.newmaninnovationcenter.com)

### 5. Kit Bond Science and Technology Incubator

Sponsor: Missouri Western State University  
Certified in 2010  
Contact person: Dr. Gary E. Clapp, Pd.D.  
4221 Mitchell Avenue  
St. Joseph, MO 64507-22  
Phone: (816) 749-4014 Fax: (816) 271-5972  
E-mail: [gclapp@iials.com](mailto:gclapp@iials.com)  
[Sara.hagen@iials.com](mailto:Sara.hagen@iials.com)  
Website: [www.missouriwestern.edu/lifesciences](http://www.missouriwestern.edu/lifesciences)

### 6. Life Sciences Business Incubation Center (LSBIC)

Sponsor: Missouri Innovation Center  
Certified in 2004  
Contact person: Quinten Messbarger  
1601 S. Providence  
Columbia, MO 65211  
Phone: (573) 884-0492 Fax: (573) 884-3600  
E-mail: [messbargerq@missouri.edu](mailto:messbargerq@missouri.edu)  
Website: [www.muincubator.com](http://www.muincubator.com)

### 7. Ozarks Small Business Incubator

Sponsor: Downtown West Plains, Inc.  
Certified in 2010  
Contact person: Heather Fisher  
408 Washington Ave.  
P.O. Box 1194  
West Plains, MO 65775  
Phone: (417) 257-2563 Fax: (417) 256-8711  
E-mail: [hlands@email.com](mailto:hlands@email.com)  
Website: [www.ozsbi.com](http://www.ozsbi.com)

### 8. Small Business Synergy Center (SBSC)

Sponsor: Small Business Synergy Center  
Certified in 1992  
Contact person: Craig Frahm  
5988 Mid Rivers Mall Drive  
St. Charles, MO 63304  
Phone: (636) 441-6880  
E-mail: [cfrahm@edcstcharlescounty.com](mailto:cfrahm@edcstcharlescounty.com)  
Website: [www.stcc-edc.com](http://www.stcc-edc.com)

### 9. Southeast Missouri Innovation Center (SMIC)

Sponsor: Missouri Research Corporation  
Certified in 2005  
Contact: Kathy Mangels  
One University Plaza, MS 3300  
Cape Girardeau, MO 63701  
Phone: (573) 651-2570 Fax: (573) 651-5061  
E-mail: [kmangels@semo.edu](mailto:kmangels@semo.edu)  
Website: [www.semo.edu/cie/](http://www.semo.edu/cie/)

### 10. St. Louis Enterprise Center-Wellston (StLEC)

Sponsor: St. Louis County Economic Council  
Certified in 1990  
6439 Plymouth Ave.  
Wellston, MO 63133  
Phone: (314) 615-3958 Fax: (314) 615-7666  
E-mail: [bnoonan@stlpartnership.com](mailto:bnoonan@stlpartnership.com)  
Website: [www.slcec.com](http://www.slcec.com)

### 11. Direct Impact Business Education Center

Sponsor: Direct Impact Business Center  
Certified in 2012  
Contact Person: Tracey Jeffries  
10263 St. Charles Rock Road  
St. Ann, MO 63074  
Phone: (314) 690-1330  
E-mail: [info@directimpactstl.org](mailto:info@directimpactstl.org)

### 12. The eFactory

Sponsor: Missouri State University  
Certified in 2013  
Contact: Allen Kunkel  
405 N. Jefferson Ave  
Springfield, MO 65806-1110  
Phone: (417) 836-3020 Fax: (417) 836-8810  
E-mail: [AllenKunkel@missouristate.edu](mailto:AllenKunkel@missouristate.edu)

# Missouri Certified Incubators Contact Information

## Inactive with the Incubator Program

### Missouri Innovation Center (MIC)

Sponsor: Missouri Innovation Center  
Certified in 1995  
Contact: Kim March  
410 S. 6th St., 214 Engineering Bldg. North  
Columbia, MO 65201  
Phone: (573) 884-0496  
Fax: (573) 884-3600  
E-mail: marchk@missouri.edu  
\*Incubator is now Life Sciences Business Incubation Center  
\*MIC is still active as an Innovation Center.

### Missouri IncuTech Foundation (MITF)

(DBA Missouri Enterprise Business Assistance Center)  
Sponsor: Missouri Enterprise  
Certified in 1991  
Contact Person: Rick Prugh  
800 University Drive  
Rolla, MO 65401-2157  
Phone: (573) 341-0117  
Fax: (573) 341-0135  
E-mail: rprugh@missourienterprise.org  
Website: www.missourienterprise.org  
\*Incubator decertified August 2007  
\*Incubator is still active

### Nidus Center for Scientific Enterprise (NIDUS)

Sponsor: Monsanto Corporation  
Certified in 2003  
Contact person: Susan Pais  
893 North Warson Road  
St. Louis, MO 63141  
Phone: (314) 812-8001  
Fax: (314) 812-8080  
E-mail: susan.e.pais@niduscenter.com  
Website: www.niduscenter.com

### Black Economic Union/Economic Growth Group (BEU)

Sponsor: Black Economic Union/Economic Growth Group  
Certified in 1997  
Contact person: Chester Thompson  
1601 E. 18th  
Kansas City, MO 64108  
Phone: (816) 474-1080  
Fax: (816) 474-5805  
E-mail: chestert@beukc.org  
Website: www.beukc.org  
\*Incubator no longer active

### Technology Entrepreneur Center (TEC)

Sponsor: Technology Entrepreneur Center  
Certified in 2003  
Contact person: Willem Bakker  
210 N. Tucker, Suite 600  
St. Louis, MO 63101  
Phone: (314) 436-3500  
Fax: (314) 333-0409  
E-mail: fchmelir@tecstl.org  
Website: www.tecstl.org

### Thomas Hill Enterprise Center (THEC)

Certified in 1997  
Sponsor: Thomas Hill Enterprise Center  
Macon, MO 63552

### Ozark Foothills Development Association (OZARK)

Sponsor: Ozark Foothills Regional Planning Commission  
Certified in 1990  
Contact person: Felicity Brady  
3019 Fair Street  
Poplar Bluff, MO 63901  
Phone: (573) 785-6402  
Fax: (573) 686-5467  
E-mail: felicity.ofrpc@gmail.com  
Website: www.ofrpc.com/incubator.html

### Avvio Center

Certified in 2008  
1600 Swift  
North Kansas City, MO 64116  
Contact Person: Joe Mullins  
Phone: (816) 210-5305  
E-mail: Joe@startpath.org  
Website: under construction

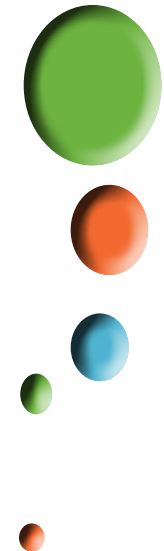
### Arts Incubator – Kansas City

Sponsor: Arts Incubator – Kansas City  
Certified in 2010  
Contact person: Jeff Becker  
115 W. 18th Street  
Kansas City, MO 64108-1220  
Phone: (816) 421-2292  
Fax: (816) 421-2293  
E-mail: jbeckers@artsincubatorkc.org  
Website: www.artsincubatorkc.org

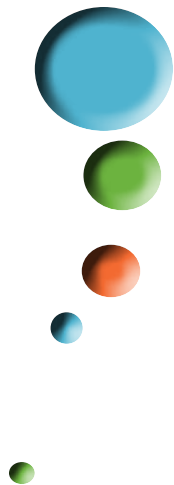


Incubators	Data Description											Averages	TOTAL
	Year Certified	BEGIN New Venture Center	Center for Emerging Technologies (CET)	Direct Impact Business Education Center	Independence Regional Innovation Center	Joseph Newman Business and Technology Innovation Center (JNBTC)	Kit Bond Incubator	Life Sciences Business Incubator Center (LSBIC)	Ozarks Small Business Incubator	Small Business Synergy Center (SBSC)	Southeast Missouri Innovation Center (SMIC)	St. Louis Enterprise Center (SLEEC) (Wellston)	
Occupancy Rate	2010	75%	86%	2012	2010	2004	2010	2004	2010	1992	2005	1990	
Focus	Mixed-Use/Kitchen	Bio-Med	N/A	N/A	Kitchen	IT, Bio-Tech, Mixed use	Animal Health, RD	R & D	Bus.Dev Svcs.	Mixed	Mfg. R&D	Mixed	77%
Number of Units	14	55	55	N/A	23	12	6	39	12	74	8	18	
# Tenants	22	21	21	N/A	28	10	5	22	5	30	8	10	169
# Tenants/Incubator Jobs FT	90	127	127	N/A	N/A	52	46	43	15	328	15	5	754
# Tenants/Incubator Jobs PT	34	49	49	N/A	N/A	0	4	1	13	0	6	13	120
\$ Tenants/Incubator Payroll	N/A	\$ 13,237,088	\$	N/A	N/A	\$ 2,200,000	\$ 21,759,440	\$ 3,160,000	\$ 1,219,392	N/A	\$ 591,838	\$ 372,306	\$43,860,064.00
\$ Tenants/Incubator Spending	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$	N/A	N/A	N/A	0
Tenants Ave. Length, yrs.	2	4.5	4.5	N/A	2	4.3	4	3	1	5.3	N/A	2	2.60
# Failed	5	3	3	N/A	20	0	1	3	2	39	5	0	78
Failed Ave. A1 Length, yrs.	1.25	2	2	N/A	1	0	1.3	1	1	2	\$	N/A	0.87
# MO Grads	8	12	12	N/A	4	32	0	N/A	0	209	N/A	2	267
# MO Grad Jobs	N/A	N/A	N/A	N/A	N/A	116	25	N/A	0	1390	N/A	25	1556
# MO Grads still in Business	8	10	10	N/A	4	N/A	N/A	N/A	0	N/A	N/A	3	25
MO Grads Ave. Length, yrs.	2	6.4	6.4	N/A	1	0	N/A	N/A	0	2.3	N/A	1.75	2.93
\$ MO Grad Payroll	N/A	N/A	N/A	N/A	N/A	\$	\$ 5,000,000	N/A	\$	N/A	N/A	N/A	\$5,000,000.00
\$ MO Grad Spending	N/A	N/A	N/A	N/A	N/A	\$	N/A	N/A	\$	N/A	N/A	N/A	0
# Other Grads	N/A	10	10	N/A	N/A	0	0	0	\$	8	N/A	N/A	18
Other Grads Ave. Length, yrs.	N/A	4.7	4.7	N/A	N/A	0	N/A	N/A	\$	2.5	N/A	N/A	3.60

N/A = data not available



# Small Business Incubator



## ACTIVE INCUBATORS

Incubators Years	BEGIN	Center for Emerging Technologies (CET)	Direct Impact Business Education Center	Joseph Newman Business and Technology Innovation Center	Kit Bond Incubator	Life Sciences Business Incubator Center (LSBIC)	Ozarks Small Business Incubator	Small Business Synergy Center (SBSC)	Southeast Missouri Innovation Center (SMIC)	St. Louis Enterprise Center (SILEC)	The efactory	TOTAL
Year Certified	2010	1998	2012	2004	2010	2004	2010	1992	2005	1990	2013	
Calendar Year 1990												\$ -
Calendar Year 1991												\$ -
Calendar Year 1992												\$ -
Calendar Year 1993								\$ 207,875.00		\$ 312,500.00		\$ 520,375.00
Calendar Year 1994												\$ -
Calendar Year 1995												\$ -
Calendar Year 1996												\$ -
Calendar Year 1997												\$ -
Calendar Year 1998												\$ -
Calendar Year 1999												\$ -
Calendar Year 2000	\$ 100,000.00											\$ 100,000.00
Calendar Year 2001	\$ 100,000.00											\$ 100,000.00
Calendar Year 2002	\$ 150,000.00											\$ 150,000.00
Calendar Year 2003	\$ 81,351.77									\$ 50,000.00		\$ 131,351.77
Calendar Year 2004	\$ 122,500.00											\$ 122,500.00
Calendar Year 2005	\$ 125,000.00			\$ 100,000.00		\$ 175,000.00						\$ 400,000.00
Calendar Year 2006	\$ 71,408.00			\$ 71,408.00		\$ 121,421.00			\$ 121,500.00			\$ 391,329.00
Calendar Year 2007	\$ 13,950.00			\$ 47,353.70		\$ 253,500.00		\$ 13,200.00	\$ 16,750.00			\$ 344,753.70
Calendar Year 2008	\$ 100,000.00			\$ 29,956.00		\$ 55,000.00			\$ 19,704.00			\$ 204,660.00
Calendar Year 2009	\$ 85,350.00			\$ 64,650.00		\$ 100,000.00						\$ 250,000.00
2nd Round 2008	\$ 125,000.00											\$ 125,000.00
Calendar Year 2009	\$ 255,000.00			\$ 22,574.00		\$ 75,000.00						\$ 352,574.00
Calendar Year 2010	\$ 60,000.00	\$ 87,500.00		\$ 47,500.00	\$ 87,500.00	\$ 57,500.00	\$ 40,000.00					\$ 380,000.00
Calendar Year 2011	\$ 17,500.00	\$ 91,135.00		\$ 20,000.00		\$ 93,365.00	\$ 60,000.00					\$ 282,000.00
Calendar Year 2012	\$ -	\$ 110,372.00	\$ 42,500.00	\$ 38,000.00	\$ -	\$ 100,000.00	\$ 70,000.00			\$ -		\$ 360,872.00
Calendar Year 2013	\$ -	\$ 106,216.00	\$ 55,232.00	\$ 26,554.00		\$ 122,148.00	\$ 34,520.00			\$ -	\$ 155,330.00	\$ 500,000.00
TOTAL	\$ 77,500.00	\$ 1,780,374.77	\$ 97,732.00	\$ 467,995.70	\$ 87,500.00	\$ 1,152,934.00	\$ 204,520.00	\$ 221,075.00	\$ 157,954.00	\$ 362,500.00	\$ 155,330.00	\$ 4,765,415.47

## Exhibit 3"Annual Tax Credits Authorized per Incubator in Calendar Years"

### Inactive Incubators

Incubators		Arts Incubator	Avrio Center	Black Economic Union (BEU)	Eastern Jackson County Business Incubator (EJCBI)	Missouri Innovation Center (MIC)	Missouri InculTech Foundation (MITF)	Nidus Center for Scientific Enterprise (NIDUS)	Ozark Foothills Development Association (OZARK)	Technology Entrepreneur Center (TEC)	Thomas Hill Enterprise Center (THEC)	TOTAL
Years	Year Certified	2010	2008	1997		1995	1991	2003	1990	2003	1997	
									\$ 2,500.00			\$ 2,500.00
	Calendar Year 1990											\$ -
	Calendar Year 1991											\$ 319,858.24
	Calendar Year 1992						\$ 319,858.24					\$ -
	Calendar Year 1993											\$ -
	Calendar Year 1994											\$ -
	Calendar Year 1995											\$ -
	Calendar Year 1996					\$ 17,899.00						\$ 17,899.00
	Calendar Year 1997			\$ 87,500.00								\$ 87,500.00
	Calendar Year 1998					\$ 17,101.00					\$ 101,950.00	\$ 119,051.00
	Calendar Year 1999											\$ -
	Calendar Year 2000											\$ -
	Calendar Year 2001											\$ -
	Calendar Year 2002											\$ -
	Calendar Year 2003							\$ 36,512.00		\$ 100,000.00		\$ 136,512.00
	Calendar Year 2004									\$ 100,000.00		\$ 100,000.00
	Calendar Year 2005									\$ 108,671.00		\$ 108,671.00
	Calendar Year 2006									\$ 110,850.00		\$ 110,850.00
	Calendar Year 2007									\$ 175,000.00		\$ 175,000.00
	Calendar Year 2008		\$ 150,000.00							\$ 100,000.00		\$ 250,000.00
	2nd Round 2008		\$ (150,000.00)							\$ (100,000.00)		\$ (250,000.00)
	Calendar Year 2009				\$ -							\$ -
	Calendar Year 2010	\$ 60,000.00										\$ 60,000.00
	Calendar Year 2011	\$ 200,000.00										\$ 200,000.00
	Adjustment	\$ (200,000.00)										\$ (200,000.00)
	Calendar Year 2012	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Calendar Year 2013	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL	\$ 60,000.00	\$ -	\$ 87,500.00	\$ -	\$ 35,000.00	\$ 319,858.24	\$ 36,512.00	\$ 2,500.00	\$ 594,521.00	\$ 101,950.00	\$ 1,237,841.24

Exhibit 4 "Annual Tax Credits Issued per Incubator in Calendar Years"

Incubators		BEGIN	Center for Emerging Technologies (CET)	Direct Impact Business Education Center	Independence Regional Innovation Center	Joseph Newman Business and Technology Innovation Center	Kit Bond	Life Sciences Business Incubator Center (LSBIC)	Ozarks Small Business Incubator	Small Business Synergy Center (SBSC)	Southeast Missouri Innovation Center (SMIC)	St. Louis Enterprise Center (SLEC)	The eFactory	TOTAL
Years	Year Certified	2010	1996	2012	2010	2004	2010	2004	2010	1992	2005	1990	2013	
Calendar Year 1990														-
Calendar Year 1991														-
Calendar Year 1992														-
Calendar Year 1993														-
Calendar Year 1994														-
Calendar Year 1995														-
Calendar Year 1996														-
Calendar Year 1997														-
Calendar Year 1998														-
Calendar Year 1999														-
Calendar Year 2000														-
Calendar Year 2001														-
Calendar Year 2002														-
Calendar Year 2003														-
Calendar Year 2004														-
Calendar Year 2005														-
Calendar Year 2006														-
Calendar Year 2007														-
Calendar Year 2008														-
Calendar Year 2009														-
Calendar Year 2010														-
Calendar Year 2011														-
Calendar Year 2012														-
Calendar Year 2013														-
<b>TOTAL</b>														

Exhibit 5 "Annual Tax Credits Issued per Incubator in Calendar Years"

Incubators		Arts Incubator	Avvio Center	Black Economic Union (BEU)	Missouri Innovation Center (MIC)	Eastern Jackson County Business Incubator (EJCB)	Missouri IncuTech Foundation (MITF)	Nidus Center for Scientific Enterprise (NDUS)	Ozark Foothills Development Association (OZARK)	Technology Entrepreneur Center (TEC)	Thomas Hill Enterprise Center (THEC)	TOTAL
Years	Year Certified	2010	2008	1997	1995		1991	2003	1990	2003	1997	
Calendar Year 1990												
Calendar Year 1991												
Calendar Year 1992												
Calendar Year 1993												
Calendar Year 1994												
Calendar Year 1995												
Calendar Year 1996												
Calendar Year 1997												
Calendar Year 1998												
Calendar Year 1999												
Calendar Year 2000												
Calendar Year 2001												
Calendar Year 2002												
Calendar Year 2003												
Calendar Year 2004												
Calendar Year 2005												
Calendar Year 2006												
Calendar Year 2007												
Calendar Year 2008												
Calendar Year 2009												
Calendar Year 2010												
Calendar Year 2011												
Calendar Year 2012												
Calendar Year 2013												
<b>TOTAL</b>												

